

SW Region's "Eye on Training" is on Civilian Education System

Training is "Key" in Leadership Positions

CES will be the future key to unlock leaders' potential to be effective in tomorrow's Army.

ARMY STUDY ON LEADER DEVELOPMENT



The Army Training and Leader Development Panel (Civilian Army Study) was formed in August 2001 to research and identify training and leader development requirements for current and future Army civilians. This extensive study revealed that Army civilians were not receiving sufficient training or being adequately prepared before assignments to a leader role – and that the current civilian leader development system needed to be redesigned.

The bottom line finding in the final report, Army Training and Leader Development Panel (ATLDP) Phase IV (Civilian), dated 24 February 2003, stated, "The Army Vision emphasizes People, Readiness, and Transformation - in that order. No amount of money or cutting-edge technology will achieve readiness or transformation without people, the Army's centerpiece. The leadership of those people is the key to fulfilling the Army Vision. The Army grows and develops the best soldiers in the world - and trains them to be leaders. However, growing Army civilian leaders has fallen short of that requirement."

The study panel developed and organized general and specific recommendations under four strong groupings called "imperatives." These four imperatives are Accountability, Lifelong Learning, Interpersonal Skills, and Army Culture. The recommendations outlined in the study were designed to improve the systems and processes for developing civilians and growing leaders.

STUDY RESULTS



The ATLDP study recommendations to develop civilian leaders for the future focused on:

Accountability – Make developing Army civilians a high priority. Tie personal, professional and job performance together, accomplish this study's recommendations, and evaluate their effectiveness.

General Recommendations

- Priority of Army Civilian Training, Education, and Leader Development.
- Performance Evaluation System.

Lifelong Learning – Make lifelong learning a standard, revamp career management with "gates" for progression, and build an all-encompassing Army Education System.

General Recommendations

- Training and Development Paradigm
- Career Management System
- Developmental Continuum
- Self-Development
- Mentoring
- Centralized Education System

Interpersonal Skills – Acknowledge that interpersonal skills are pivotal to leader competence, teach them to Army civilians, and select Army civilian leaders that exhibit them.

General Recommendation

- Make Interpersonal Skills Development a Priority

Army Culture – Integrate Army civilians fully into the Army culture – recognizing differences but embracing Army civilians' commitment to the Army's mission.

General Recommendations

- Relationships among the Cohorts
- Commitment to Army Civilians
- The Army Civilian Corps



CIVILIAN EDUCATION SYSTEM

CES is being developed and staffed with the Major Commands. The information we have received is very limited. As CES is further developed and implemented, we will provide updates.

What is CES?

- Civilian Education System (CES) will be a competencies-based education system designed to develop and grow civilian leaders. The training is proposed to be progressive, sequential and mandatory (for supervisors).

When will CES be implemented?

- The Army Civilian Foundation Course will be the first CES course to be implemented. The proposed date of implementation is Oct 2006. Full implementation of CES is anticipated in 2008.

How will the CES training be offered?

- CES training will be available through Distributed Learning (web-based courses) and Resident Courses. We will provide more specifics on the courses and methods offered when the CES is fully developed and implemented.

What Courses are in the CES Plan?

- The CES concept plan included four sequential and progressive courses:

#1. The Army Civilian Foundation Course.

- This course is currently being developed and will be targeted for civilians entering the Army workforce with various levels of previous experience. This course will be offered via distributed learning;
- Length: 78 hours (approx) of learning modules.
- Must successfully complete course/tests within six months of employment.
- Projected implementation – Oct 06

#2. The Civilian Leader Basic Course

- Projected implementation - TBA

#3. The Civilian Leader Intermediate Course

- Projected implementation – TBA

#4. The Civilian Leader Advanced Course

- Projected implementation – TBA

What changes are expected to the existing Core Curriculum Courses?

- We know and expect that the core curriculum courses (ILDC, LEAD, PME I&II, OLE, SBLM) will be revised or changed as they are incorporated into the CES courses. The specific changes are not common knowledge yet. The following information does address known changes released regarding the LEAD course:

LEAD Changes:

- A memo from the Chief, Civilian Leadership Training Division dated 17 Mar 06 stated that the LEAD course will be incorporated into the CES – this initiative is in response to the recommendation of the ATLDP. When the new CES courses are implemented, certified adjunct facilitators will no longer be authorized to conduct the LEAD course. This memo indicated that Civilian Leadership Training Division (CLTD) facilitators would conduct all CES training.
- Organizations have the go ahead to continue with the current LEAD course until the CLTD stock of materials are depleted or through 31 Dec 06 (whichever comes first).

REFERENCES

Army Training & Leader Development Panel Report

The final report provides a summary of the leader development study and outlines the general and specific recommendations.

Deputy Chief of Staff, G-3/5/7 Memo

In this memo, Deputy Chief of Staff, G-3/5/7 stated that Army is committed to training, educating and developing all of its leaders and that leaders must be appropriately developed before assuming leadership positions.

TRADOC News Bulletin

This news bulletin announced the new progressive and sequential leader-development system called the Civilian Education System and Training and Doctrine Command's approval of the concept plan to design, develop and eventually implement CES.

Customer Feedback

Your feedback and comments are valuable to us.



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